



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
**US ARMY COMMUNITY AND FAMILY SUPPORT CENTER**  
**4700 KING STREET**  
**ALEXANDRIA VA 22302-4419**

CFSC-SP

**08 AUG 2005**

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commanders' Guide

1. The enclosed Commanders Guide is a result of a partnership between the U.S. Army Community and Family Support Center (CFSC) and the U.S. Army Installation Management Agency (IMA). This guide provides a compendium of information to assist garrison commanders in determining where to place emphasis in your Morale, Welfare and Recreation (MWR), Lodging, and Family Programs to receive the biggest return on your time and effort. It is designed to both illuminate and mandate procedures not being done to standard, are confusing, or have been lost. It should help you attain the standards in MWR for which we strive in garrison activities. It also gives you benchmarks to use to gauge the success of your MWR professionals as they execute programs for Soldiers.
2. The guide is meant to be both a source of information and a potential feedback loop for the Directors of Morale, Welfare, and Recreation (DMWR) at the IMA Headquarters, Regions, and at CFSC. It may provide performance management review or quarterly training brief or weekly staff meeting measures that you want to watch. It does not change current guidance to report through your IMA region or headquarters chain of command.
3. This guide is complemented by the Fiscal Year 2006 (FY 06) Nonappropriated Fund Instrumentalities (NAFIs) Financial Management Operating Guidance dated 22 Apr 05, that has been published for 25 years. It is a highly refined document for your use found at [www.army.mil/cfsc/documents/fm/opguide06/06fmog.htm](http://www.army.mil/cfsc/documents/fm/opguide06/06fmog.htm). We highly recommend you refer to MWR Board of Directors approved MWR and Lodging program operating standards at enclosure 4 and scan enclosures 5 and 6 for program operating guidance.
4. CFSC is developing "good ideas" bulletin boards for sharing those tips, techniques, and program delivery ideas that work well. Watch for an article in Feedback announcing the bulletin boards and providing details about good ideas. To be successful, this must be a collaborative effort. Make it a habit to share your good ideas and successful professional techniques.

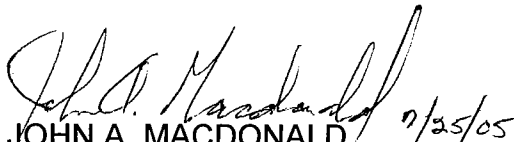
CFSC-SP


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5. We fully expect that we do not have this guide "just right." It has been staffed, but this is the first time CFSC and IMA have attempted to put a compendium of most needed standards and knowledge in one document. Think of it like a military unit's Annual Training Guidance that lays out expectations and important tasks for the unit. Instead of follow-on Quarterly Training Guidance we will update this semi-annually.

6. We want your feedback so the semi-annual update in Feb 06 will be even more helpful. We want this document to answer your questions, address your concerns, and simplify your command so you can spend more time taking care of Soldiers and their families. We welcome your feedback anytime. To ensure your recommendation is considered for the next update, please submit it by 1 Nov 05. Please provide your feedback through your IMA Region DMWR.

7. You, the Garrison Commanders and your team are providing an absolutely essential function to our Global War on Terrorism. Without your support to Soldiers and families our combat force will be significantly less effective downrange. **THANK YOU** for what you do every day.

  
JOHN A. MACDONALD 7/25/05  
Brigadier General, U.S. Army  
Commanding

  
RONALD L. JOHNSON  
Major General, U.S. Army  
Director, Installation Management  
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Enclosure

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# **COMMANDERS' GUIDE TO MWR**

First Edition  
July 2005  
As of 25 July 2005

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## INTRODUCTION

At its January 2005 meeting the Executive Committee of the Morale, Welfare, and Recreation (MWR) Board of Directors approved the following mission and vision statements:

**MWR Mission.** Deliver predictable MWR programs and services that enhance the well-being of the Total Army Family and address the strategic imperatives of the joint expeditionary Army.

**MWR Vision.** First choice for those who serve; MWR for all of your life.

**Areas of emphasis.** On the following pages, the program proponents and managers at the U.S. Army Community and Family Support Center (CFSC) and the U.S. Army Installation Management Agency (IMA) have listed topics by program where placing emphasis on key areas will attain success.

## **BUSINESS PROGRAMS**

1. Construct and renovate as needed, bowling and golf snack bars to Strike Zone and Mulligan's MWR Theme Operations standards (MWR Executive Committee approved: 11 Feb 97).
2. Send MWR Theme Operations unit managers to the centrally funded MWR Theme Operations, Unit Manager's Conference (Feb 06 at Shades of Green®).
3. Comply with the MWR Theme Operations Memorandum of Agreement (MOA) (AR 215-1, Section 2. para 8-17 8c(1)) in all garrisons with an MWR Theme Operation. Requirements include:
  - a) Use Joint Services Prime Vendor Program.
  - b) Establish Dept. Code 25 (Theme Bar) and Dept. Code 26 (Theme Food) to record sales/expenses.
  - c) Use Army standard inventory management software (Foodtrak or RecTrac!/Golfrac inventory modules) is mandatory. These applications should be used in accordance with the MWR Information Technology (IT) Fielding and Utilization Standards (Oct 05).
  - d) Ensure managers are ServSafe certified.
4. Use the 2006 Business Planning Calendar to assist in programming for FY 06; business managers or Directors of MWR (DMWR) disseminate to key staff members; see [www.mwrpromotions.com](http://www.mwrpromotions.com).
5. Eliminate Category C financial losses with improved or curtailed operations (Installation Management Agency (IMA) Policy Letter 42, 30 Nov 2004, subject: IMA Memorandum #42, MWR Category C Business Performance Program; Commanders of poor performers, see paragraph 5a-h, Performance; See performance data for 2Q, FY05 at [www.armymwr.org/home/Show\\_file.asp?fileID=554](http://www.armymwr.org/home/Show_file.asp?fileID=554)).
6. Eliminate the use of individual garrison contracts for credit processing and other forms of payment processing through the use of the consolidated Customer Payment Solutions RFP NAFBA1-05-R-0033 once awarded (Oct 05).
7. Comply with AR 215-1 requirements for concession contract approval (AR 215-1, para 7-2c(8) MWR Resale Authority).
8. Ensure all activities where employees receive or are eligible to receive tips comply with MWR and Internal Revenue Service tip allocation and reporting requirements; adverse financial implications for the employing activity and individual employees could be significant (AR 215-1, para 3-9 Taxes on Employee Tips, and Appendix C Tip

Allocation/Reporting Requirements,  
[www.armymwr.org/home/Show\\_file.asp?fileID=585](http://www.armymwr.org/home/Show_file.asp?fileID=585)).

9. Use official rules and point of sale materials provided by CFSC or located on [www.mwrpromotions.org](http://www.mwrpromotions.org) when running Military Idol competitions; complete after action report and forward to CFSC-BPE NLT 30 Oct 05.

10. Follow the instructions provided by Leading Edge when operating ESPN – Leading Edge Summer Bowling Promotion; use point of sale materials to advertise and market the promotion; see [www.LeadngEdgepromo.com](http://www.LeadngEdgepromo.com).

11. Follow the official rules to ensure payout of \$10K in the event an individual makes the three successive putts if participating in the Putt 4 Dough Golf Promotion; use point of sale and marketing materials provided by CFSC; complete after action report and forward to CFSC-BPE NLT 16 Aug 05; see [www.mwrpromotions.com](http://www.mwrpromotions.com).

12. Send MWR Golf Course Managers to the PGA/Armed Forces Golf Managers' Training Seminar (Jan 06).

13. Send MWR Catering/Food and Beverage Managers to the IMCEA/CaterSource Conference (Jan 06).

14. Send MWR Bowling Center Managers to the Bowling Center Managers' Training Seminar in conjunction with Bowl Expo (Jun 06)

15. Ensure Army bowling center managers complete the professional and training requirements of the Army's Bowling Center Management Certification program ([www.army.mil/cfsc/documents/business/BOWLINGCERTIFICATION.doc](http://www.army.mil/cfsc/documents/business/BOWLINGCERTIFICATION.doc)).

## BUSINESS PROGRAMS – LODGING

1. Comply with lodging supplemental operating policy regarding guest recall, authorized users, occupancy standards, smoking policies, pet policies, Distinguished Visitors Quarters operation, financial management, and continental breakfast service ([www.armymwr.org/home/Show\\_file.asp?fileID=587](http://www.armymwr.org/home/Show_file.asp?fileID=587); CFSC-BPL Memorandum, 15 Nov 04, subj: Morale, Welfare and Recreation (MWR) Board of Directors (BOD) Decision Items).
2. Comply with Army Lodging Standards for Service, Operations, and Facilities and supporting Standard Operating Procedures ([www.armymwr.org/home/Show\\_file.asp?fileID=151](http://www.armymwr.org/home/Show_file.asp?fileID=151)).
3. Comply with the Commanders Guide to Army Installation Standards to use professional interior designer services when selecting furnishings or equipment for habitable spaces and the approved Lodging Facility Standards ([www.hqda.army.mil/acsimweb/homepage.shtml](http://www.hqda.army.mil/acsimweb/homepage.shtml)).
4. Comply with the MWR Board of Directors (MWR BOD) approved Army Lodging Standard Staffing Guidelines (full implementation in FY07) (CFSC-BPL Memorandum, 15 Nov 04, subj: Morale, Welfare and Recreation (MWR) Board of Directors (BOD) Decision Items).
5. Comply with automation security requirements of the Army Lodging Property Management System Security System Authorization Agreement Features Users Guide and the Trusted Facility Manual (<http://www.hqmwrr.army.mil/Misapps/ALPMS/alpms.htm>).
6. Comply with MWR BoD direction to close lodging operations with an assessed demand of 25 units or less by 30 Sep 05 (CFSC-BPL Memorandum, 15 Nov 04, subj: Morale, Welfare and Recreation (MWR) Board of Directors (BOD) Decision Items); see section III of enclosure 2 to memo for audit guidance for specified closing locations.
7. Use Standard Product Program items and the Central Army Lodging Contracting Office to support contracting for NAF procurements not executed with the Government Purchase Card (<http://www.army.mil/cfsc/documents/lodging/MandatoryProducts2.ppt>).



## **CHILD AND YOUTH SERVICES (CYS)**

1. Submit accreditation applications and annual status reports to the appropriate IMA Region for review and approval (with CFSC providing subject matter expertise when requested) prior to submitting to the accrediting organization (Military Child Care Act; CYS Key Management Controls, 19 Nov 01).
2. Maintain CYS supervision ratios to ensure the safety, health, and well-being of children (CYS Key Management Controls, 19 Nov 01).
3. Ensure the percentage of flex employees does not exceed 25% of the total staff of Child Development Centers (CDC), School Age programs, and Middle School/Teen programs (Child and Youth Personnel Pay Program (CYPPP), 12 Feb 99, CYS Key Management Controls, 19 Nov 01).
4. Enforce a Home Alone Policy (out-of-school child supervision requirements for elementary and middle school children and youth during parental duty hours) based on Army guidance (Out of School Child Supervision Requirements for Elementary and Middle School Children and Youth During Parental Duty Hours, 11 Jul 00).
5. Prepare annual CYS Operation Plan to outline garrison operational capability (e.g., child care demand, facility capacities, outreach opportunities, partnerships) and determine the number of child and youth spaces that the installation can provide; ensure the Directorate of Public Works (DPW) and CYS work together to prepare for new construction and modular facilities to meet demand (CYS Key Management Controls, 19 Nov 01).
6. Develop and annually review a CYS Mobilization and Contingency plan to define CYS responsibilities during mobilization, deployment, and contingency situations and resources required to implement the plan (US Army CYS Mobilization and Contingency (MAC) Handbook, 9 Jan 03; CYS Mobilization and Contingency Planning and Cost Projection Tool, 8 Jan 03).
7. Establish CYS Core Operating Hours to meet installation mission requirements. Provide flexible hours in the Family Child Care (FCC) program to meet patron needs for extended duty day, weekend and long term care (CYS Key Management Controls, 19 Nov 01).
8. Utilize compensatory enrollment authority (AR 608-10, chap 5-2) for CDCs and School Age programs to maximize the availability of care by reducing waiting lists (CYS Key Management Controls, 19 Nov 01).
9. Align child and youth programs (and all related baseline programs) under a single management structure to ensure seamless delivery for parents and compliance and predictability across the Army Standard Garrison Organization (CYS Organizational Structure, 17 Jul 00).

10. Use QCCS and QYDP Management Decision Package (MDEP) appropriated funds only for direct operating expenses (IMA FY04 Netcall #24).
11. Obtain a Combined Federal Campaign number for child and youth programs for donations to defray the cost of transportation and other authorized initiatives for CYS programs (Partnership 2001 (and Beyond): Combined Federal Campaign and CYS, 7 Mar 00).
12. Ensure Child Development and School Age programs together break even before depreciation (MWR BOD directed, Oct 98; CFSC-FM-C Memo, subject: Fiscal Year 2005 (FY 05) Nonappropriated Fund Instrumentalities (NAFIs) Financial Management Operation Guidance).
13. Ensure that at least two high school juniors or seniors each year apply for a Boys and Girls Clubs of America (BGCA) Presidential Scholarship (Memorandum of Understanding Between BGCA and HQDA CSFC, 5 Apr 96).
14. Use productivity, cost management and accountability tools (e.g., Staffing Template, Space Census, Revenue Projection, Standards Accountability Tool, Annual Report, etc.) to ensure business processes eliminate waste and provide cost effective, efficient use of Army resources (CYS Annual Report and Program Status Update; Child and Youth Services Productivity, Cost Management, and Accountability (PCMA) Tools, 22 Jul 03).
15. Use Child and Youth Management System (CYMS) software as the management information system and operate it IAW prescribed metrics and maximum operating capability (CYS Key Management Controls, 19 Nov 01; BOD directed; and MWR Information Technology (IT) Fielding and Utilization Standards (effective Oct 05)).
16. Complete required annual unannounced multi-disciplinary local inspection (Installation Child and Youth Evaluation Team (ICYET)). Ensure garrison commanders receive briefings of findings/commendations from ICYET and approve/monitor the corrective action plan. Attend Region Child and Youth Evaluation Team (RCYET) outbrief to receive commendations/findings and accept recommended corrective action plan. Command attention to ICYET and RCYET findings ensure successful child and youth programs (Military Child Care Act; CYS Key Management Controls, 19 Nov 01; AR 608-10, para 2-31 and 2-32).
17. Ensure Youth Technology Labs comply with the certification and accreditation documents (Networthiness Certification for Child and Youth Services Youth Technology Lab (CYS-YTL), 16 Sep 04).
18. Ensure Functional Technology Specialists meet requirements defined by local Director of Information Management (DOIM)/Signal for Information Assurance and technical certification to manage and maintain computers in the CYS-YTL (System

Security Authorization Agreement (SSAA) for the US Army Community and Family Support Center's Child and Youth Services Youth Technology Lab System, version 2, Jun 04).

19. Ensure that each installation CYS program works with county and state 4-H extension staff to establish at least one multi-project 4-H community club. Status is reported through Regions in the 4-H quarterly report (4-H Clubs in Army Child and Youth Services Programs, 12 Apr 02).

20. Maintain BGCA affiliate membership to maximize the many opportunities (program and financial) available to installations and installation youth offered by BGCA's (Memorandum of Understanding (MOU) Between BGCA and HQ CFSC, 1 May 96).

## COMMUNITY RECREATION

1. Implement the Recreation Delivery System (MWR BOD directed, Feb 98).
2. Accredit Community Recreation programs (MWR EXCOM directed, Sep 01); Pilot sites have been completed and three installations have been accredited. Installations that have implemented the Recreation Delivery System may now apply for accreditation. (<http://www.armymwr.com/corporate/programs/recreation/capra.pdf>).
3. Use MWR baseline standards to develop funding requirements, guide program administration, and develop demand driven programs for Recreation, Sports and Fitness and Libraries (MWR BOD directed, Feb 00).
4. Adhere to Department of Defense (DoD) MWR standards for libraries and sports and fitness.
5. Use of RecTrac! is mandatory (MWR BOD directed, Oct 94). Ensure necessary hardware is in place, training is delivered, and system is used to full capability.
6. Account for library property using AR 735-17.
7. Moratorium on closure of libraries remains in effect (DoD Memorandum, 7 Oct 98, subj: General and Recreational Libraries).
8. Conduct Better Opportunities for Single Soldiers (BOSS) rejuvenation workshops where needed; BOSS programs do well when commanders and sergeants major are involved. See [http://www.usapa.army.mil/pdffiles/c608\\_04\\_1.pdf](http://www.usapa.army.mil/pdffiles/c608_04_1.pdf).
9. Submit applications within specified timelines to participate in technical training in support of Community Recreation programs at garrisons. Training includes current program trends, Recreation Delivery System, RecTrac!, Army Program Tool, Army Baseline Standards, hands on skill development training, and guidance for program operation. Training is usually done in conjunction with professional organizations to leverage training opportunities.
10. Emphasize Army Civilian Training, Education, and Development System (ACTEDS) for librarian career field GS 1410. Find guidance at [http://www.army.mil/usapa/epubs/xml\\_pubs/r690\\_950/main.xml#s11-7c](http://www.army.mil/usapa/epubs/xml_pubs/r690_950/main.xml#s11-7c).
11. Use centralized purchase program for fitness equipment; contracts currently available for cardio equipment, e.g., treadmills, elliptical equipment, and stationary bicycles.
12. Use the library central book acquisition program; find guidance in AR 215-1, para 8-17 c(7).

13. Promote training requirements outlined in the Army Baseline Standards and delivered by local Civilian Personnel Offices, HQDA, and the MWR Academy; examples include LEAD, Basic Management, and the Recreation Managers Course (ACTEDS for Career Field 51 (CF51); AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
14. Encourage staff to volunteer and be designated as Emergency Essential Civilians for mobilization and deployment purposes (AR 215-1, para 8-28).
15. Advance the Army Program Tool as a credible repository of programming data and guidance ([www.Armyprogtool.com](http://www.Armyprogtool.com)).

## **FAMILY PROGRAMS**

1. Meet Army Community Service (ACS) accreditation standards as set forth in AR 608-1, Army Community Service Center. Through mid-year FY 05, 81 percent of centers are accredited.
2. Ensure ACS Director completes self-study annually and forwards pre-site documentation to IMA Region accreditation team leader at least 45 working days before accreditation site visit (DA PAM 608-17, Instructions for Implementing Army Community Service Accreditation Program).
3. Ensure corrections of deficiencies are made within 30 working days of receiving IMA Region report noting deficiencies (DA PAM 608-17).
4. Comply with AR 608-47, Army Family Action Plan, to manage installation Army Family Action Plan (AFAP) programs which includes collecting issues year-round, hosting annual AFAP conferences, and conducting AFAP Commanders' Steering Committee meetings. The "Communities First" initiative is not a replacement for AFAP but should be used as a feeder for issues meeting established criteria to be submitted to installation AFAP conferences.
5. Submit installation issues to IMA Regions for forwarding to the appropriate MACOM mid-level conferences (AR 608-47).
6. Ensure nominations for installation Facilitator, Recorder, Transcriber, and Issue Support (FRTI) staffs and delegate candidates are submitted to IMA Regions; regions select delegates who represent a demographic cross-section to attend MACOM mid-level conferences and the HQDA AFAP conference (AR 608-47).
7. Comply with AR 608-48, Army Family Team Building Program, to implement Army Family Team Building (AFTB).
8. Establish an AFTB Advisory Council that includes Garrison commander, AFTB program manager, AFTB advisor, key AFTB volunteers and key community personnel, e.g., child care and marketing (AR 608-48).
9. Encourage Soldiers to enroll in AFTB training in order to receive promotion points (CFSC Memorandum, 29 Jul 02, subj: Army Personal and Family Readiness Courses for Promotion Points).
10. Provide outreach to junior enlisted Soldiers who have the greatest need but are least likely to take advantage of available services until they have reached a state of crisis (AR 608-1, para 1-9).
11. Recognize volunteers' contributions and support to their military communities (DoD Instruction 1100.21, Volunteer Services in the Department of Defense).

12. Implement a volunteer program and monitor its management (AR 608-1; 10 USC 1588, Authority to Accept Certain Volunteer Services).
13. Ensure Family Advocacy Program (FAP) managers comply with AR 608-18, The Army Family Advocacy Program, regarding prevention/treatment procedures and policies for implementing the program.
14. Ensure FAP managers develop prompt reporting and assessment of out-of-home abuse – command liability issues (AR 608-18).
15. Ensure FAP managers establish memoranda of agreement (MOAs) with local law enforcement to comply with FAP requirements (AR 608-18).
16. Ensure FAP managers establish victim advocacy policies to assist with Military Protective Orders, provide victim safety and crisis support, information, and referral to civilian and military resources (AR 608-18).
17. Refer new parents on qualifying installations to the New Parent Support Program to provide intensive and specialized services to first time parents with children prenatal to three years of age (AR 608-18).
18. Establish a Sexual Assault Review Board (SARB) consisting of the Sexual Assault Response Coordinator (SARC), medical, legal, chaplain, and PM/CID; SARBs will function in accordance with Directive Type Memorandum, 17 Dec 04, Under Secretary of Defense, Personnel and Readiness.
19. Assist commanders at brigade and higher levels to appoint, on collateral duty, a minimum of one soldier/civilian to serve as the command's deployable SARC (ALARACT MSG R162227Z May 05).
20. Assist commanders at battalion level and above to appoint a minimum of two Soldiers to serve as unit victim advocates (UVAs) (ALARACT MSG R141736Z Mar 05).
21. Educate commanders, unit, and installation leaders about the Transitional Compensation for abused dependent services (PL 103-160, The National Defense Authorization Act of FY 94, Sec. 554, <http://www.armymwr.org/images/tc.ppt>).
22. Direct military personnel detachments to make eight hours of financial readiness training available for first term Soldiers (House Appropriations Committee Report 105-206 to accompany HR 2266, FY 98 National Defense Appropriations Act).
23. Support unit commanders in establishing mandatory training for: personal financial management for first-term Soldiers; financial counseling; junior enlisted Soldiers scheduled for initial permanent change-of-station move; and refresher classes for personnel who abuse or misuse check-cashing privileges (AR 608-1, para 4-38).

24. Conduct widespread marketing of the Army Spouse Employment Partnership (ASEP) and encourage ACS centers to form partnerships with local Chambers of Commerce businesses to increase employment opportunities for spouses (Public Law 107-107, The National Defense Authorization Act of FY 02, Sec. 571; AR 608-1).
25. Market MyArmyLifeToo.com as the Army's official family website to ensure families receive resources, information and services ([www.myarmylifetoo.com](http://www.myarmylifetoo.com)).
26. Market Military/Army OneSource (MOS) in every family programs briefing, class, program or event as a tool to help Soldiers and their families ([www.armyonesource.com](http://www.armyonesource.com)).
27. Establish procedures for identifying Soldiers with exceptional family members who refuse to enroll in the Exceptional Family Member Program (AR 608-75, Exceptional Family Member Program).
28. Reassignment processing is a military personnel division/personnel service battalion function. The garrison commander is responsible for ensuring that reassignment processing (to include OCONUS deployment screening) is completed within 30 days of the Enlisted Distribution Assignment System and Officer Request for Orders date (para 1-25, AR 608-75). Timely completion of reassignment processing is key to ensuring services are available for EFM at new assignment location.
29. Update quarterly the Standard Installation Topic Exchange Services (SITES) database as it serves as the basis for Military OneSource ([www.militaryonesource.com](http://www.militaryonesource.com); <https://www.dmdc.osd.mil>).
30. Provide services to waiting families to include: client needs assessment, crisis intervention services, liaison with military and civilian agencies and support groups as appropriate ([www.myarmylifetoo.com](http://www.myarmylifetoo.com)).
31. Utilize Soldier and Family Life Consultants (SFLC) as a deployment reunion and reintegration support to Soldiers and their families to prevent family distress by providing education and information on family dynamics, parent education, available support services, and the effects of stress and positive coping mechanisms.
32. Encourage garrison commanders to establish local partnerships with local Better Business Bureaus and organizations to expand support to active and Reserve Component Soldiers and their families (CFSC Memorandum of Understanding with the Council of Better Business Bureaus, 29 Jul 03).
33. Use the Army Commander's Guide for Family Readiness Group (FRG) support and funding and Operation READY training and assistance materials to assist commanders and FRGs with maintaining family readiness programs in their units ([www.ArmyFRG.org](http://www.ArmyFRG.org); [www.MyArmyLifeToo.com](http://www.MyArmyLifeToo.com)).



34. Review and validate garrison input to Installation Status Report (ISR) Infrastructure and Services/Service Based Costing (SBC) assessments, particularly appropriated fund (APF) and nonappropriated fund (NAF) program execution recorded in SBC. Garrisons must ensure that they have accurately reported APF execution to the Defense Finance and Accounting Service (DFAS). There should be no NAF reported in these programs except for volunteer recognition. It is critical to the planning, programming, and budgeting process that garrison data be exact  
(<http://isr.hqda.pentagon.mil/download/webfiles/ISR3/ISRSBCGenGuidance.doc>).

35. Ensure APF execution rate of MDEP QACS is greater than or equal to 99 percent of annual funding plan (MWR BOD directed Baseline Standards Assessment, Feb 00).

36. Incorporate changes resulting from Modular Forces, Integrated Global Positioning and Basing Strategy (IGPBS), and BRAC in planning, resourcing, and staffing ACS programs.

## **ARMED FORCES RECREATION CENTERS (AFRCs)**

1. Information, Tickets and Recreation (ITR) offices have the opportunity to book authorized patrons into participating Armed Forces Recreation Centers (AFRCs): Shades of Green® on WALT DISNEY WORLD® Resort (Orlando, FL) and the Edelweiss Lodge and Resort (Garmisch-Partenkirchen, Germany). ITR and Information, Tickets, and Tours (ITT) offices receive 10 percent commission payments for helping to increase occupancy at the AFRCs.
2. Shades of Green® is available for classified meetings; consider using Shades of Green® in October and January which are low occupancy times. All AFRCs including Shades of Green® are cleared government facilities for conducting classified conferences and meetings up to the level of Secret.

## **ARMY RECREATION MACHINE PROGRAM**

The majority of this guidance applies only to overseas garrisons with ARMP operations. Garrisons in the United States that support amusement machine operations will comply with the guidance applicable to those machines.

OCONUS garrisons are provided 10 percent of the income of recreation machines to do the following to standard:

1. Provide space, power and environmental requirements for the operation of ARMP amusement game or gaming machines (AR 215-1).
2. Maintain cleanliness of the game area and machines therein (SOP OP-M010; SOP OP-G026).
3. Provide service to game machine customers in the form of change, refunds for malfunctions, payment of money owed from wins, change coin into currency or currency into coin, reset machines when required, and answer questions by players about game and play or operation (SOP OP-F002; SOP OP-G026; SOP OP-M010).
4. Maintain a change fund (AR 215-1; SOP OP).
5. Act as hand receipt holder for all ARMP equipment maintained at the locations (SOP OP-M010; SPO OP-G026).
6. Provide for inventories of assets and equipment (AR 215-1; DoD 7000.14-R DoD Financial Management Regulation Volume 13, NAF Policy and Procedures; SOP PR-P003; SOP PR-P004; SOP PR-P009).
7. Participate in coin and cash drops, counts, and fills (AR 215-1; SOP OP-D001; SOP OP-F004; SOP OP-G019; SOP OP-K008; SOP OP-K017; SOP OP-K018; SOP OP-K019; SOP OP-V001).
8. Witness maintenance by ARMP personnel of game machines and equipment as required (SOP OP-F003).
9. Accomplish deposit of ARMP funds (SOP OP-C018; SOP OP-F005).
10. Maintain security of the game room to prevent damage to ARMP machines and unauthorized play (SOP OP-A001).

## **CONSTRUCTION**

1. Provide input to the annual NAF major construction program through the appropriate IMA Region and IMA Headquarters by 1 May; input includes a five year program list of projects with a DD Form 1391 for each project (AR 215-1).
2. For Capital Investment Review Board (CIRB) identified projects, complete all actions required by the project validation assessment (AR 215-1).
3. Budget for necessary funding to enable execution of approved NAF major construction projects. Some costs will be APF (e.g., environmental) and some will be NAF. Requirements include supplies, expendables, opening costs, environmental costs, "clean site" costs, elective changes after CIRB approves DD Form 1391, utilities, access roads (AR 415-19).
4. Request interior or foodservice design assistance through IMA to CFSC-CO (AR 215-4).
5. Submit requests for Public-Private Ventures (PPV) to "use other people's money" in providing MWR facilities and services. PPV candidates include Category C facilities such as car washes, casual dining facilities, recreational lodging, pet kennels, self-storage, water parks, and bowling centers. Follow the four step process in the MWR PPV development Guide at [www.mwr-privateventures.com](http://www.mwr-privateventures.com).

## FINANCIAL MANAGEMENT

1. Comply with the DODI 1015.10 and AR 215-1 requirement to use APF to pay 100% of the MWR costs for which APF are authorized. Commanders will not take action to substitute NAF for APF at a rate greater than was in the approved budget or has occurred in the recent past. Whenever APF is available it will be provided to reduce the current level of NAF substitution for authorized expenses to zero (DODI 1015.10, para E7.1.4; AR 215-1, para 4-2, 4-12b).
2. Individuals, units, organizations, and installations have no proprietary interest in NAF assets. They are to be used for the collective benefit of Soldiers and may be distributed across the Army to help program activities meet standards (AR 215-1, para 4-12j).
3. Do not use NAF to fund protocol functions, retirement ceremonies, or for the specific benefit of select individuals or groups (AR 215-1, para 4-12i).
4. Comply with the annual budget guidance and meet the suspenses for information submissions ([www.army.mil/cfsc/documents/fm/opguide06/06fmog.htm](http://www.army.mil/cfsc/documents/fm/opguide06/06fmog.htm)).
5. Comply with the Army Uniform Funding and Management Guidance as stated in the Army Annual NAF Operating Guidance
6. Comply with the banking policies found in AR 215-1, chapter 11.
7. Submit Army Level Requirements (ALR) for Self Sufficiency Exemptions (BOD directed: CFSC Memo 4 Aug 04, subj: ALR Self Sufficiency Exemption).
8. Submit Army Level Requirements for MWR Unit Fund Dividends for units deployed from home stations (BOD directed: CFSC-SP Memo 12 Aug 03, subj: MWR Unit Fund Support to Deployed Troops).
9. Comply with Risk Management Insurance Program policy and reporting requirements found in AR 215-1, chapter 14 and paragraph 7-30.
10. Comply with semi-annual reporting requirements for the MWR Personnel Strength Report found in AR 215-1, chapter 11.
11. Submit financial statements and schedules as required by DoD 7000.14-R DoD Financial Management Regulation Volume 13, NAF Policy and Procedures.
12. Review and validate garrison input to ISR Infrastructure and Services/SBC assessments (<http://isr.hqda.pentagon.mil/>), especially APF and NAF program execution recorded in SBC. Accurate reporting of APF execution to DFAS is critical to ensure that garrison input to the Army Information Management–Headquarters Information (AIM-HI) model reflects true program baselines and allows the Army to

properly plan, program, and budget installation requirements  
(<http://isr.hqda.pentagon.mil/download/webfiles/ISR3/ISRSBCGenGuidance.doc>).

## HUMAN RESOURCES

1. Comply with the standard that 80 percent of each IMA Region's Program Managers, Division Chiefs, and MWR Directors attend MWR Academy management courses within the first year of being assigned to the position (Business Program Managers Course, Recreation Program Managers Course, CYS Coordinators Course, ACS Directors Leadership and Management, Executive Leadership and Management for MWR Division Chiefs, and Executive Development for Directors of MWR) (ACTEDS for Career Field 51 (CF51); AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
2. Comply with the standard that 90 percent of new MWR managers as defined in the ACTEDS plan complete the CFSC Basic Management Course within the first 6 months of employment and 100 percent within the first year (ACTEDS for CF51; AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
3. Comply with the standard 100 percent of all MWR and ACS employees complete the on-line MWR Orientation Course within the first 60 days of employment. Commanders will provide MWR employees duty time (estimated to be 5 hours) to complete the orientation (ACTEDS for CF51; AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
4. Provide on the job time and resources to complete the MWR Academy on-line courses (AR 215-1, Section IV, para 9-10 b specifies requirement to provide resources to support individual development plans (IDPs)).
5. Comply with the standard 100 percent of employees have an IDP within 30 days of employment or at establishment of annual performance standards (AR 215-1, Section IV, para 9-10 a)
6. Comply with the standard that 80 percent of MWR and ACS employees attend other job related training as defined in ACTEDS for CF51.
7. Comply with the standard that 90 percent of all MWR and ACS employees are registered in the CFSC MWR Academy Learning Management System within 30 days of employment; employees register at [www.mwraonline.com](http://www.mwraonline.com).
8. Provide at least five installations and trainers annually from each CONUS region to support the NAF Management Trainee Program; trainees will be assigned to an installation and trained for 12 to 18 months (AR 215-3).
9. Encourage OCONUS managers to utilize the career referral program to fill MWR positions (AR 215-1).
10. Provide benefits for NAF employees (Appendix A, SC1408, DOD 1400.25-M; Chap. 15, AR 215-3, US Army NAF Employee Retirement Plan; US Army NAF 401(k) Savings

Plan; DOD Joint Uniform Health Insurance Plan; US Army NAF Employee Group Life Insurance Plan; and US Army Group Long Term Care Plan; [www.NAFBenefits.com](http://www.NAFBenefits.com)).

a) Ensure all newly hired NAF employees understand their eligibility to enroll in the NAF Employee Benefit Plans.

b) Process all benefit enrollment transactions on the Benefits Online System as required, including new hire transactions within 31 days of hire date.

c) Distribute Benefit Plan materials and information to all employees as provided by the NAF Employee Benefits Office and Benefit Program vendors under contract to CFSC-HRB.

d) Support NAF Employee Benefit employee communications initiatives by arranging Benefit presentations for NAF employees in cooperation with the NAF Employee Benefits Office and by supporting employee attendance.

e) Ensure all financial transactions for Benefit Plan enrollments are processed through NAF Financial Services.



## INFORMATION MANAGEMENT

1. Follow the guidance in AR 25-1 for procuring and maintaining information technology (IT) systems; all new systems and major upgrades to current MWR IT systems will be approved by the MWR Configuration Control Board; garrison staffs must not purchase any system other than an approved Army MWR standard system.
2. Ensure the garrison Director of Information Management (DOIM) understands that MWR mission systems such as servers, point of service devices, check-in stations, and time clocks are exempt from server consolidation, single DOIM concept, and active directory migration through CY07 (see Army Knowledge Online (AKO), <https://www.us.army.mil>, CIO/G-6 and NETCOM TECHCON files sections for: CIO/G6 Server Consolidation Plan dated 18 May 05; CIO/G6 Single DOIM Concept 700 day Plan (Working Draft); TECHCON 2004-017, Command, Control, Communications, and Computers Information Management (C4/IM) Support for Army Morale, Welfare and Recreation, Lodging, and Family Program Information Systems on Army Installations, dated Dec 04).
3. Adhere to standard transaction codes (Transcodes) and financial management standards for RecTrac!, Golftrac, and CYMS to ensure proper financial reporting; find standards at [www.ArmyMWR.org](http://www.ArmyMWR.org) Financial Management Guidance page (MWR BOD directed, Oct 94).
4. File Systems Security Authorization Agreements for each MWR system with Garrison Information Services Officers. Obtain copies from Regional Information Services Officers or CFSC-IM. Systems will not be modified without the express consent of the MWR Designated Approving Authority (AR 25-2).
5. Contact MWR Management Information Systems (MIS) Customer Support Teams for assistance and answers to questions. Visit [www.hgmwr.army.mil](http://www.hgmwr.army.mil).
6. Ensure all MWR IT users comply with the information assurance requirements in AR 25-2 (Sample acceptable use policy at appendix B-1, AR 25-2).
7. Participate in Information Service Officer training: use CIO/G-6 sponsored computer based training for technical skills on AKO; enroll in MWR IT training at the MWR Academy; attend the annual Director of Information Management conference.
8. Ensure that you have an Application Administrator (AA) for each MWR MIS software product (MWRWG action item 01-20, Aug 01).

## **NAF CONTRACTING**

1. If NAF contracting responsibility is at the garrison, appoint Agency Program Coordinators (APC) for the purchase card program and ensure APC trains all purchase card holders and billing officials and inspects all files of billing officials (Army NAF SOP; DoD Policy). This does not apply when contracting responsibility is at Region.
2. Provide complete information about the DoD and NAF electronic shopping mall, allowing purchase card holders the opportunity to use this service when it provides the most efficient method of purchasing items ([www.mwremall.com](http://www.mwremall.com)).
3. Require procurement personnel to enter product codes for goods and services in order to obtain adequate data to make strategic sourcing recommendations ([www.armymwr.org/home/Show\\_file.asp?fileID=864](http://www.armymwr.org/home/Show_file.asp?fileID=864)).
4. Require requesting activities to use standard accounting codes on purchase request to obtain adequate data to make strategic sourcing recommendations ([www.armymwr.org/home/Show\\_file.asp?fileID=864](http://www.armymwr.org/home/Show_file.asp?fileID=864)).

## STRATEGIC PLANNING

1. Ensure activities, including concessionaires, comply with laws prohibiting possession or use of gambling devices on federal property in the United States. Prohibited devices include any machine which, when played, delivers or entitles players to receive money or other property (e.g., coupons, tickets, or tokens redeemable for cash or goods), as the result of the element of chance (15 USC 1171 and 1175; DoDI 1015.10).
2. Conduct the FY05 Baseline Standards Assessment of garrisons with garrison input due by mid-Nov 05 (MWR BOD directed, Feb 00). Find guidance on AKO (<https://www.us.army.mil/suite/login/welcome.html>), files section, MWR Baseline Standards Folder.
3. Review accuracy of Baseline Standards Assessment data for FY05 in 2Q, FY06 after CFSC top-loads Installation Status Report (Services) assessment for FY05 (AR 210-14).
4. Complete an MWR Action Plan as part of an Installation Implementation Plan at all installations affected by Base Realignment and Closure (BRAC). Find guidance at [www.hqda.army.mil/acsim/brac/braco.htm](http://www.hqda.army.mil/acsim/brac/braco.htm).
5. Follow the MWR Guide for BRAC Installations to close MWR and Family programs at BRAC locations. See [www.armymwr.org/home/Show\\_file.asp?fileID=704](http://www.armymwr.org/home/Show_file.asp?fileID=704).
6. Ensure the garrison relationship with the Boy Scouts complies with AR 210-22 and the Joint Ethics Regulation. The Army or any official thereof may not in any official capacity be the "charter organization" for any Boy Scout activity. Scout activities duly chartered by a non-federal entity may operate on the garrison (AR 210-22; the Joint Ethics Regulation; OSD P&R Memo 12 Nov 04, subj: Pending Partial Settlement on Litigation Regarding Legal Chartering of Boy Scouts of America (BSA) Organizations Operating on DoD Installations).

## **STRATEGIC PLANNING – COMMERCIAL SPONSORSHIP**

1. Submit annual sponsorship and advertising income reports and by-name lists of top ten sponsors no later than 30 Oct 2005 for FY05 (AR 215-1, para 7-47 c(10)).
2. Submit designation letter signed by garrison commander or Director, MWR for all new sponsorship and advertising personnel (AR 215-1, para 7-47 d(4)).
3. Provide appropriate professional development and ethics training to all sponsorship and advertising personnel (AR 215-1, para 7-47 c(1)).
4. Ensure all MWR marketing communications materials comply with the MWR Brand Visual Guidelines set forth in the MWR Strategic Communications Plan approved by the MWR Working Group, Jan 03. The plan and guidelines can be found in the MWR Brand Identity Toolkit CD published Sep 03 (<http://brand.armymwr.org>) .
5. Send participants to the marketing, sponsorship and advertising training conducted at the 2006 MWR Conference in conjunction with ALA Convention and vendor show and IMCEA meeting (14-18 Aug 06 in Louisville, KY).

**RESIDENTIAL COMMUNITIES INITIATIVE/ENHANCED USE  
LEASING/PRIVATIZATION OF ARMY LODGING (RCI/EUL/PAL)**

Report immediately any RCI/EUL/PAL proposal or activity that affects MWR, Lodging, or family programs to IMA Region for forwarding to HQ IMA and HQ CFSC. IMA and CFSC will advise the installation to ensure the proposal complies with statutory and regulatory guidance, serves the best interests of the affected programs, and benefits all authorized patrons.

## REFERENCES

### Laws and Regulations

10USC1588 Authority to Accept Certain Volunteer Services  
15USC1171 Definitions (applies to gambling devices)  
15USC1175 Specific jurisdictions within which manufacturing, repairing, selling, possessing, etc., prohibited; exceptions (applies to gambling devices)  
Public Law 103-160, The National Defense Authorization Act of FY 94  
Public Law 107-107, The National Defense Authorization Act of FY 02  
House Appropriations Committee Report 105-206 to accompany HR 2266, FY 98  
National Defense Appropriations Act  
Joint Ethics Regulation  
DoDI 1015.10 Programs for Military Morale, Welfare, and Recreation (MWR)  
DoDI 1100.21 Volunteer Services in the Department of Defense  
DODD 5030.56 DoD Consumer Affairs Program  
DoD 7000.14-R DoD Financial Management Regulation Volume 13, NAF Policy and Procedures  
AR 25-1 Army Knowledge Management and Information Technology Management  
AR 25-2 Information Assurance  
AR 210-14 The Army Installation Status Report Program  
AR 210-22 Private Organizations on Department of the Army Installations  
AR 210-50 Housing Management  
AR 215-1 Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities  
AR 215-3 Nonappropriated Fund and Related Activities Personnel Policies and Procedures  
AR 215-4 Nonappropriated Fund Contracting  
AR 415-19 Nonappropriated-Funded Construction Project Development and Approval  
AR 608-1 Army Community Service Centers  
AR 608-10 Child Development Services  
AR 608-18 Family Advocacy Program  
AR 608-47 Army Family Action Plan  
AR 608-48 Army Family Team Building  
AR 608-75 Exceptional Family Member Program  
AR 690-950 Career Management  
AR 735-17 Accounting for Library Materials  
DA PAM 608-17 Instructions for Implementing Army Community Service Accreditation Program  
DA CIR 608-04-1 Better Opportunities for Single Soldiers Program  
ALARACT MSG R 141736Z Mar 05  
ALARACT MSG R 162227Z May 05

### Business Programs – Lodging Reference

CFSC-BPL Memorandum, 15 Nov 04, subj: Morale, Welfare and Recreation (MWR)  
Board of Directors (BOD) Decision Items

### Child and Youth Services References

CYS Key Management Controls, 19 Nov 01  
Out of School Child Supervision Requirements for Elementary and Middle School  
Children and Youth During Parental Duty Hours, 11 Jul 00  
US Army CYS Mobilization and Contingency (MAC) Handbook, 9 Jan 03; CYS  
Mobilization and Contingency Planning and Cost Projection Tool, 8 Jan 03  
CYS Organizational Structure, 17 Jul 00  
IMA FY04 Netcall #24  
Partnership 2001 (and Beyond): Combined Federal Campaign and CYS, 7 Mar 00  
Memorandum of Understanding between BGCA and HQDA CSFC, 5 Apr 96  
CYS Annual Report and Program Status Update  
Child and Youth Services Productivity, Cost Management, and Accountability (PCMA)  
Tools, 22 Jul 03  
Child and Youth Personnel Pay Program (CYPPP), 12 Feb 99  
Networthiness Certification for Child and Youth Services Youth Technology Lab (CYS-  
YTL). 16 Sep 04.  
4-H Clubs in Army Child and Youth Services Programs, 12 Apr 02  
System Security Authorization Agreement (SSAA) for the US Army Community and  
Family Support Center's Child and Youth Services Youth Technology Lab System,  
version 2, Jun 04).

### Community Recreation Reference

DoD Memorandum, 7 Oct 98, subj: General and Recreational Libraries

### Family Programs References

Directive Type Memorandum, 17 Dec 04, Under Secretary of Defense, Personnel and  
Readiness  
CFSC Memorandum of Understanding with the Council of Better Business Bureaus, 29  
Jul 03  
CFSC Memorandum, 29 Jul 02, subj: Army Personal and Family Readiness Courses for  
Promotion Points

### Army Recreation Machine Program SOPs

SOP OP  
SOP OP-A001 – Security  
SOP OP-C018 – Funds Deposit Responsibilities  
SOP OP-D001 – Cash Collection Procedures (Automated and Manual) - Slots

SOP OP-F002 – Recreation Machine Operation  
SOP OP-F003 – Gaming Machine Maintenance  
SOP OP-F004 – Cash Collection - Slot Machines  
SOP OP-F005 – Funds Deposit  
SOP OP-G019 – Cash Collection Procedures (Automated and Manual - Amusement Machines)  
SOP OP-G026 – Installing and Removing Amusement Machines  
SOP OP-K008 – Coinless Cash Collection Procedures  
SOP OP-K017 – ACM Full Fill Procedures  
SOP OP-K018 – ACM Partial Fills  
SOP OP-K019 – ACM Initial Fills  
SOP OP-M010 – Installing Gaming Machines  
SOP OP-V001 – VLC Cash Collection Process  
SOP PR-P003 – Controlled and Sensitive Property Inventory  
SOP PR-P004 – Controlled and Sensitive Property  
SOP PR-P009 – ARMP Property Disposal

#### Financial Management References

CFSC-SP Memo 12 Aug 03, subj: MWR Unit Fund Support to Deployed Troops  
CFSC Memo 4 Aug 04, subj: Army Level Requirements (ALR) Self Sufficiency Exemption  
CFSC-FM-C Memo, subj: Fiscal Year 2005 (FY 05) Nonappropriated Fund Instrumentalities (NAFIs) Financial Management Operation Guidance

#### NAF Contracting Reference

Army NAF SOP

#### Strategic Planning Reference

OSD P&R Memo 12 Nov 04, subj: Pending Partial Settlement on Litigation Regarding Legal Chartering of Boy Scouts of America (BSA) Organizations Operating on DoD Installations

#### MWR BOD Decisions by meeting

([www.armymwr.org/home/Show\\_file.asp?fileID=236](http://www.armymwr.org/home/Show_file.asp?fileID=236)); click on Board of Directors - History link.

#### Websites

[www.dmdc.osd.mil](http://www.dmdc.osd.mil) is the Defense Manpower Data Center website.  
<https://www.us.army.mil> is Army Knowledge Online.  
[www.hqda.army.mil/acsim/brac](http://www.hqda.army.mil/acsim/brac) is the Base Realignment and Closure website.  
[www.hqda.army.mil/acsimweb](http://www.hqda.army.mil/acsimweb) is the ACSIM homepage.



<http://isr.hqda.pentagon.mil> is the ISR website. In addition to guidance, registered users can obtain ISR results by clicking the "ACCESS ISR WEB" icon on the website.

[www.apd.army.mil](http://www.apd.army.mil) is the Army Publications Agency website. The Army regulations, pamphlets, and circulars listed above are available on this website.

[www.armymwr.com](http://www.armymwr.com) is the primary MWR website.

[www.armymwr.org](http://www.armymwr.org) is the website for MWR professionals. It can be accessed from the primary MWR website as well as from this URL. Individual pages for program proponents are listed in the body of the memorandum.

[www.hgmwr.army.mil](http://www.hgmwr.army.mil) is the principal MWR Management Information Systems website. The proponent is CFSC's Information Management Directorate.

[www.army.mil/cfsc/documents](http://www.army.mil/cfsc/documents) provides electronic copies of documents. Users must follow the entire link listed in the body of the memorandum in order to retrieve a document.

[www.myarmylifetoo.com](http://www.myarmylifetoo.com) is the principal website providing information to Army families. The proponent is CFSC's Family Programs Directorate.

[www.armyonesource.com](http://www.armyonesource.com) and [www.militaryonesource.com](http://www.militaryonesource.com) provide assistance in dealing with life's issues.

[www.ArmyFRG.org](http://www.ArmyFRG.org) is the virtual Family Readiness Group website.

[www.mwr-privateventures.com](http://www.mwr-privateventures.com) explains how to initiate a public-private venture.

[www.mwremall.com](http://www.mwremall.com) provides one-stop worldwide electronic access to products and services.

[www.mwraonline.com](http://www.mwraonline.com) provides access to the MWR Academy.

[www.NAFBenefits.com](http://www.NAFBenefits.com) is the one-stop service for NAF employees to learn about benefits and access their records. The website also has a password protected section for human resources officers.

[www.mwrpromotions.org](http://www.mwrpromotions.org) is the entry point for management to use to learn about promotions available to MWR patrons. Specific details about the ESPN – Leading Edge Summer Bowling Promotion is found on [www.LeadngEdgepromo.com](http://www.LeadngEdgepromo.com).

[www.mwrpromotions.com](http://www.mwrpromotions.com) is the website for patrons to learn about promotions.

<http://brand.armymwr.org> is the location of the MWR Brand Identity Toolkit.

[www.Armyprogtool.com](http://www.Armyprogtool.com) is the location for recreation programming data and guidance.

[www.armymwr.org/internal/default.asp?ID=3](http://www.armymwr.org/internal/default.asp?ID=3) is the Internal Review website. Item four in the tree list contains management control checklists and terminal audit guidance applicable to garrisons.

## **FUTURE INITIATIVES**

CFSC Directorates are working on the following initiatives to further improve CFSC's support to you or make the headquarters more efficient and effective

### **Business Programs**

"In-facility" Fantasy Football promotion – Army locations may participate in the national promotion. CFSC is working out details and will provide additional guidance as it becomes available (Aug – Dec 05).

### **Business Programs – Lodging**

Revise Army Lodging Standards for Service, Operations, and Facilities (1Q, FY06).

### **Child and Youth Services**

Child Development Services is a Lean Six Sigma ACSIM pilot organization. The CYS goal is to study CYS processes, focus improvement efforts on CYS customers (i.e., determine the value of program management processes from the perspective of our CYS patrons), identify operational efficiencies, and identify and eliminate wasteful actions and processes that provide no value to customers. Upcoming Six Sigma events and projects include:

- a. Simplified automated garrison and HQs DoD Certification Tools developed to improve validity and reliability of the inspection process (from year to year and from installation to installation) (Project completion NLT 1Q FY06).
- b. A CYS Strategic Communication Plan that embeds an "Investment/Value" theme into all CYS program management development and deployment efforts (Fielded by 2Q FY06).
- c. "It Pays to Invest in Quality" communication and marketing plan to assist garrison CYS programs implement yearly Army Fee Policy (Fielded by 1 Aug 05).
- d. Web based enterprise CYS data base that facilitates garrison reporting and IMA oversight and eliminates duplicative reporting requirements (Rapid Improvement Event: 3-7 Oct 05).
- e. CYS Transition Planning templates and automated workbooks to assist garrisons in determining child care demand, installation capability, and resource requirements to meet Modularity, IGPBS and BRAC child care requirements (Rapid Improvement Event 11-15 July 05).
- f. Alternative Child Care Option Plan to augment existing child care capabilities (1Q, FY06).

Army Sponsored Community Based Child Care program "Military Child Care in Your Neighborhood" offers child care support to geographically dispersed active duty Soldiers (i.e., Recruiters, ROTC instructors, and other Soldiers not stationed near an installation) and for Soldiers where there are long waiting lists for Army operated child care programs on installations (4Q, FY05 - 4Q, FY06).

Family Child Care is an important cost effective Army Operated Child Care program. Army FCC Online will be fielded at all garrisons to improve the marketing of Army FCC programs by providing “technological” visibility to FCC providers (1Q, FY06).

### Community Recreation

Benefits of Army Recreation is a performance-based system designed to document the contribution of Community Recreation to the Army mission and goals. Programs are designed and conducted with specific objectives that support or enhance issues important to Army installations, Soldiers and other participants (2Q, FY06).

Library metrics—METRICS is a web-based statistics reporting system for collecting and storing data on Army library collections, resources, and services; automation architecture; and usage. It is being developed by the Army Library Program, HQDA Office of the Deputy Chief of Staff, G-1. It replaces the Army Library Management Reporting System (ALMRS) which was discontinued in 1993. This data collection is designed to provide senior Army leaders and library management at all levels with a standardized system for information required for library program evaluation, management planning, and decision-making (1Q, FY06).

Recreation Activity Usage Report will be developed with IMA for use in the metrics for Common Levels of Support. Usage report will measure participation by program (4Q, FY05).

Policy on Conference Centers will provide guidance to clarify intent and funding for Conference Centers by garrisons (2Q, FY06).

Policy for Recreational Lodging will provide guidance for identification of and funding for recreational lodging by garrisons (2Q, FY06).

The MOA between CFSC and Office of Information Technology Services (OITS) NETCOM for General Library Information System (GLIS) (hosting application on AKO) is to establish terms and conditions under which the GLIS will deliver specific hosting services and specific levels of support at an agreed-upon cost for the hardware and software. GLIS will be physically located at Fort Belvoir at the OITS AKO facility (4Q, FY05).

The MOA between CFSC and Defense Manpower Data Center (Defense Enrollment Eligibility Reporting System (DEERS) database) is to establish terms and conditions under which GLIS will establish an electronic data interface to DEERS for testing and operational purposes. Once this agreement is in place and the testing complete the library staff will be able to download patron information from DEERS, ensuring that the patron is authorized library services and that the information is correct (4Q, FY05).

## Family Programs

Multi-Component Family Support Network (MCFSN) Pilot Project - works in concert with other military and civilian agencies to establish a comprehensive multi-agency approach for community support and services to meet the diverse needs of Active and mobilized Guard and Reserve Army families (Pilot: 1 Jun – 30 Sep 05).

Family Readiness Groups (FRGs)/Rear Detachment Commanders (RDCs) Training - on-line certification course for FRG leaders and RDC (Dec 05).

Virtual Family Readiness Group (vFRG) - provides all of the functionality of a traditional FRG in an ad-hoc and on-line setting to meet the needs of geographically dispersed units and families across all components of the Army (Sep 05).

## Armed Forces Recreation Centers

The Edelweiss Lodge and Resort is developing a special program package for patrons in the United States (1Q, FY06).

## Financial Management

Implement Uniform Funding and Management CONUS-wide on 1 Oct 05 and Army-wide on 1 Oct 06

Implement MWR Enterprise Management System; issue project manager request for proposal Sep 05

## Strategic Planning

CFSC recognizes that conflicts exist between the G-1 Well-being efforts and Family and Child and Youth programs. We are working to resolve those conflicts and intend to provide seamless, consistent reporting by 3Q, FY06.

By 2Q, FY06 CFSC will link the MWR Strategic Action Plan (SAP) to the IMA SAP.

We recognize the interrelationship among Uniform Funding and Management (UFM), the Standard Garrison Organization, leader development programs, the Global War on Terrorism, Transformation, and other initiatives change the way MWR does business. Our strategic efforts will focus on tying these efforts together.

## CALENDAR

### Business Programs

MWR Theme Operations, Unit Manager's Conference, at Shades of Green® (5 - 10 Feb 06)  
Military Idol Competition (1 Aug - 30 Sep 05)  
ESPN - Leading Edge Summer Bowling Promotion – summer 05 (Installation selects the start date for the 9-week promotion)  
Putt 4 Dough Golf Promotion – summer 05 (Installation selects the date for the event)  
Nominate Excellence in Management and James A Carroll Award candidates NLT 30 Nov 05  
PGA/Armed Forces Golf Managers' Training Seminar, Orlando, FL (Jan 06)  
IMCEA/CaterSource Conference, Las Vegas, NV (Jan 06)  
Bowl Expo, Las Vegas, NV (Jun 06)

### Child and Youth Services

Common Levels of Support Service Analysis Team (SAT), Alexandria, VA, 25 – 29 Jul 05  
Youth Leadership Forum, Europe Region, 8 – 12 Aug 05  
Productivity, Cost Management, and Accountability Training, Alexandria, VA, 22 Aug – 2 Sep 05  
Army Education Summit 2005, 3 – 7 Oct 05 (T)  
Rapid Improvement Event 3, CYS Technology, 3 – 7 Oct 05  
Rapid Improvement Event 1, Phase 2, Strategic Communications, Alexandria, VA, 31 Oct – 4 Nov 05

### Community Recreation

Athlete of the Year nominations due 5 Jan 06  
Arts and Crafts Competitions:  
    Photography Contest applications due 31 Oct 05  
    Arts and Crafts Contest applications due 5 May 06  
Festival of Performing Arts: application due 1 Apr 05; competition Apr-Sep 05  
Soldier Show [www.armymwr.com/portal/recreation/entertainment/armysoldiershow/](http://www.armymwr.com/portal/recreation/entertainment/armysoldiershow/)  
USA Express, schedule to be announced  
BRAVO, schedule to be announced  
Battle of the Bands nominations due 22 Oct 05  
Stars of Tomorrow nominations due 10 Dec 05  
BOSS Competition/Awards - [www.armymwr.com/portal/recreation/single](http://www.armymwr.com/portal/recreation/single)

## Family Programs

MACOM AFAP Issues due to CFSC for Nov Conference, 5 Aug 05  
Workgroup Management Team, Facilitator, Recorder, Transcriber, Issue Support  
Person (FRTI) Nominations due from IMA Regions to CFSC, 23 Aug 05  
AFAP (Fall) In Process Review (IPR), CFSC (2nd Floor Conference Rm), 6 – 7 Sep 05  
Army Family Well-Being Advisory Council (AFWBAC) Meeting, Virginia, 20 – 22 Sep 05  
Delegate Registrations due from IMA Regions to CFSC, 23 Sep 05  
DoD Sexual Assault Prevention and Response Training, Atlanta, GA, 27 - 30 Sep 05  
America United States Army (AUSA) / Army Spouse Employment Partnership IPR  
Meeting, Washington Convention Center, 3 – 5 Oct 05  
AFAP MACOM and IMA Region Program Manager Registrations to CFSC, 7 Oct 05  
Army Family Well-Being Executive Council (AFWBEC) Meeting, (Exact location and  
date TBD)  
Military Family Month (November)  
AFAP HQDA Conference, Location: TBD, 14 – 18 Nov 05  
AFAP (Fall) General Officers Steering Committee (GOSC), W/AFAP HQDA  
Conference, 15 Nov 05

## Human Resources

2006 MWR Conference in conjunction with ALA Convention and vendor show and  
IMCEA meeting, Louisville, KY, 14 – 18 Aug 06

## Information Management

Director of Information Management Conference, 23 – 26 Aug 05

## Strategic Planning

MWR Working Group – Aug 05; 2Q, FY06; 4Q, FY06.  
MWR Executive Committee – Sep 05; 2Q, FY06; 4Q, FY06.  
MWR Board of Directors – Oct 05; 2Q, FY06; 1Q, FY07.  
MWR Strategic Action Plan goal champion meetings to establish actions and measures  
– 4Q, FY05, 1Q & 2Q, FY06.  
MWR Baseline Standards Assessment due to CFSC – 29 Nov 05

## WELL DONE

Garrisons, the IMA, and CFSC have collaborated to improve efficiency and effectiveness, reduce costs, and increase revenue. These initiatives and actions deserve a "well done."

- Category C financial performance improvement plan reduced losses over \$1M in one year.
- Six garrisons opened golf courses for play by veterans and increased revenue by approximately \$175,000 per garrison with minimal increase in expenses.
- Joint Services Prime Vendor program participation provided \$1.4M in rebates and \$15M in discounts.
- Fort Knox Directorate of MWR implemented the Recreation Delivery System in Mar 05 to include CR, CYS, and BP staff to integrate and operate programs.
- Timely approval of NAF purchase card statements has resulted in a \$434,136 rebate to NAFIs for the first two quarters of FY05.
- Army Lodging saved approximately \$472K with consolidated buys during the Nov 04 Hotel/Motel show.
- Since Mar 05 Army Lodging has saved \$25K in shipping costs by consolidating overseas shipments instead of shipping orders separately.
- UFM is a major business process re-engineering project that will significantly improve the efficiency of Army MWR programs; strong Garrison and Region participation in CFSC-FM UFM workshops demonstrates commendable support by all echelons of MWR professionals.
- Rock Island Family Child Care program increased the number of FCC homes from none in FY04 to 16 in FY05 by recruiting family child care providers in the local community to provide care for children of military families.
- Installations increased their requests for CFSC Interior and Food Service Design assistance (no cost to installation) and reduced their total project cost by 30 to 45 percent.